

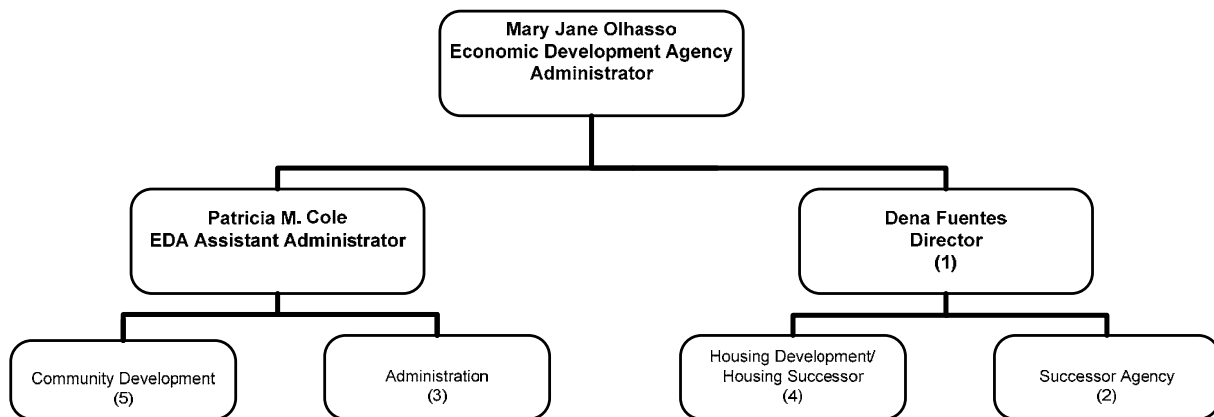
## COMMUNITY DEVELOPMENT AND HOUSING

**Patricia M. Cole (Community Development and Administration)**  
**Dena Fuentes (Housing & Successor Agency)**

### MISSION STATEMENT

*Community Development and Housing is a dynamic team that utilizes experience and knowledge to create and achieve a better quality of life for County residents by providing quality programs and services. In addition, the Department incorporates the Housing Successor to the former Redevelopment Agency, which utilizes designated assets to develop new affordable housing units and distribute unobligated funds to the appropriate taxing entities.*

### ORGANIZATIONAL CHART



### 2010-11 AND 2011-12 ACCOMPLISHMENTS

- Provided funding for 201 infrastructure construction projects that were completed or are currently underway.
- Provided funding for implementation and continuation of 112 social service programs that serve the needs of 53,169 county residents.
- Construction and/or rehabilitation of 102 (2011-12) low, moderate or middle income residential units.
- Assisted 191 (2011-12) households through the purchase or repair of owner occupied single family residences.
- Creation of the Housing Successor and transfer of all housing assets in accordance with the Dissolution Act.
- Commenced planning to develop and implement the Bloomington Community Revitalization Effort with cities of Fontana, Rialto, Land Use Services, Library Services and the Behavioral Health departments. The Agency will leverage limited resources to prepare a community specific plan, install new infrastructure, and develop a mixed use affordable housing and community library development with the goal of stimulating future private economic reinvestment.
- Initiated the Bloomington revitalization effort by purchasing two properties for a future mixed use library and affordable housing development.
- Participate in a joint effort with Preschool Services, Health and Human Services, Workforce Development and the non-profit affordable housing community to create a pilot program assisting affordable housing residents to become financially self-sufficient.



**GOALS, OBJECTIVES, AND PERFORMANCE MEASURES****GOAL 1: IMPROVE COMMUNITIES IN THE SAN BERNARDINO COUNTY BY FINANCING CONSTRUCTION PROJECTS AND PUBLIC SERVICES.**

*Objective: Provide for the Health and Social Services needs of county residents.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Number of county residents benefiting from public service projects.	35,387	33,317	15,000	19,852	21,000

**GOAL 2: ENSURE DEVELOPMENT OF WELL PLANNED, BALANCED, AND SUSTAINABLE COMMUNITIES.**

*Objective A: Expand the supply of quality, safe, sanitary, and affordable housing for residents of San Bernardino County.*

*Objective B: Design and implementation of a comprehensive revitalization strategy for the Bloomington area.*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Number of multi-family low, moderate or middle income units provided.	0	75	96	102	197
Number of homes purchased, repaired or rehabilitated for low, moderate and middle income persons.	265	122	160	191	0

**GOAL 3: CREATE 50 REPLACEMENT HOUSING UNITS FOR LOW AND MODERATE INCOME FAMILIES.**

*Objective: Enter into real estate agreement for the development of an affordable housing project that will meet the former Redevelopment Agency's replacement housing requirements. Fall 2012*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Number of activities taken to meet the replacement housing requirements.	N/A	N/A	New	4	8

**GOAL 4: COMPLY WITH MANDATES OF ASSEMBLY BILL X1 26.**

*Objective: Develop an asset disposition and/or development plan for the Housing Successor's real property. Fall 2012*

Measurement	2009-10 Actual	2010-11 Actual	2011-12 Target	2011-12 Actual	2012-13 Target
Percentage of Housing asset disposition plan developed.	N/A	N/A	New	25%	75%



**SUMMARY OF BUDGET UNITS**

	2012-13					
	Appropriation	Revenue	Net County Cost	Fund Balance	Net Budget	Staffing
<b><u>Special Revenue Funds</u></b>						
Community Development and Housing	53,665,851	33,858,606		19,807,245		15
Housing Successor to the Former Redevelopment Agency	26,301,757	0		26,301,757		0
Total Special Revenue Funds	79,967,608	33,858,606		46,109,002		15

5-YEAR APPROPRIATION TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development and Housing	50,040,727	42,326,556	42,021,486	52,046,540	53,665,851
Housing Successor to the Former Redevelopment Agency	0	0	0	0	26,301,757
Total	50,040,727	42,326,556	42,021,486	52,046,540	79,967,608

5-YEAR REVENUE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development and Housing	33,447,531	23,422,053	24,926,121	32,902,601	33,858,606
Housing Successor to the Former Redevelopment Agency	0	0	0	0	0
Total	33,447,531	23,422,053	24,926,121	32,902,601	33,858,606

5-YEAR FUND BALANCE TREND					
	2008-09	2009-10	2010-11	2011-12	2012-13
Community Development and Housing	16,593,196	18,904,503	17,095,365	19,143,939	19,807,245
Housing Successor to the Former Redevelopment Agency	0	0	0	0	26,301,757
Total	16,593,196	18,904,503	17,095,365	19,143,939	46,109,002



## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

The Department of Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources. CDH administers the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME), Neighborhood Initiative Program (NIP) and Neighborhood Stabilization Program (NSP).

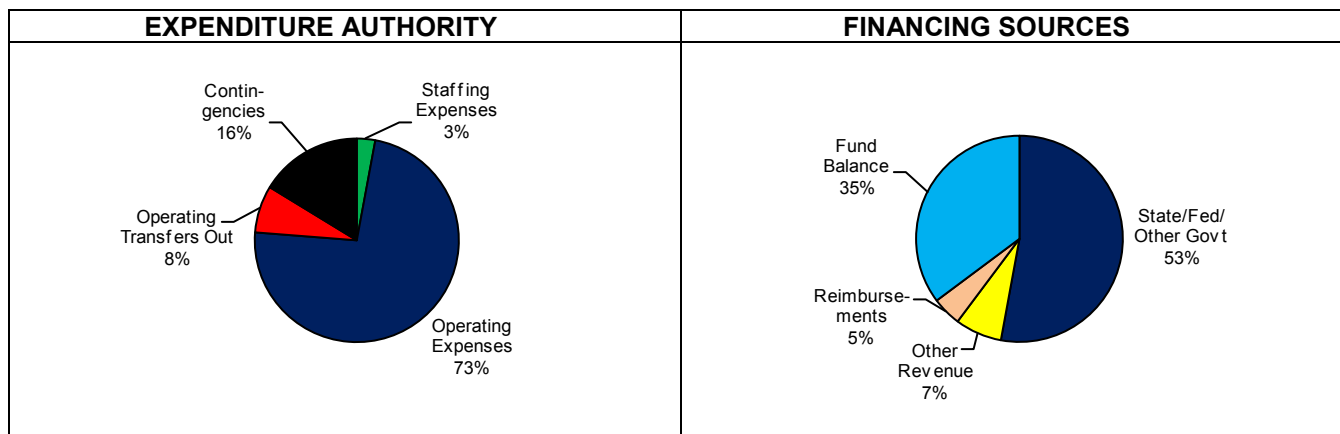
#### Budget at a Glance

Total Expenditure Authority	\$56,238,137
Total Sources	\$36,430,892
Fund Balance	\$19,807,245
Total Staff	15

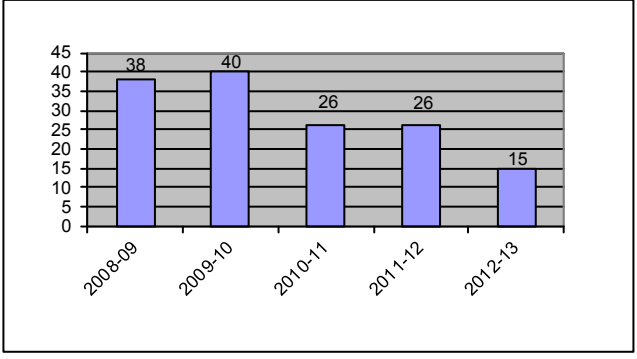
There are two major changes to the programs for fiscal year 2012-13. First, the funding for several Department of Housing and Urban Development (HUD) funded programs will be completed by September 2012 and will not be refunded for future years. These programs include: the one-time Neighborhood Initiative Special Grant (NISG) for the purchase of foreclosed properties, the American Recovery and Reinvestment Act (CDBG-R), and the Housing Preservation and Rapid Re-housing Program (HPRP). Second, the Emergency Solutions Grant (ESG), previously known as the Emergency Shelter Grant, will be more flexible in preventing and responding to rapid re-housing needs to homeless individuals. Veterans and other individuals who are either at risk, or who become homeless, may receive assistance under this program.

In February 2012, the Department incorporated the Housing Successor to the former Redevelopment Agency of the County of San Bernardino. In response to the California State Assembly Bill X1 26, the old redevelopment fund structure was carried over to the Housing Successor to wind down housing redevelopment activities. The Housing Successor is responsible for performing the housing functions of the former Redevelopment Agency and retains all rights, power, duties and obligations. All new housing units must meet affordability and monitoring requirements.

### 2012-13 ADOPTED BUDGET



**BUDGETED STAFFING**

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2010-11 Final	2011-12 Adopted	2011-12 Final	2012-13 Adopted					
Regular	26	25	24	14					
Limited Term	0	0	2	1					
Total	26	25	26	15					
Staffing Expenses	\$2,442,861	\$2,005,654	\$1,872,921	\$1,640,490					

**ANALYSIS OF 2012-13 ADOPTED BUDGET**

GROUP: Economic Development  
DEPARTMENT: Community Development and Housing  
FUND: Community Development and Housing

BUDGET UNIT: Various  
FUNCTION: Public Assistance  
ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2011-12 Final Budget	2012-13 Adopted Budget	Change From 2011-12 Final Budget
<b>Appropriation</b>							
Staffing Expenses	2,565,090	2,608,966	2,442,861	1,872,920	1,872,921	1,640,490	(232,431)
Operating Expenses	15,186,062	25,016,165	18,202,562	26,418,941	26,695,286	41,238,447	14,543,161
Capital Expenditures	19,998	28,775	0	2,285,449	2,285,450	0	(2,285,450)
Contingencies	0	0	0	0	20,399,605	9,143,591	(11,256,014)
Total Exp Authority	17,771,150	27,653,906	20,645,423	30,577,310	51,253,262	52,022,528	769,266
Reimbursements	(2,062,741)	(1,719,231)	(1,567,356)	(1,772,316)	(2,033,003)	(2,572,286)	(539,283)
Total Appropriation	15,708,409	25,934,675	19,078,067	28,804,994	49,220,259	49,450,242	229,983
Operating Transfers Out	298,775	627,762	3,269,326	2,826,280	2,826,281	4,215,609	1,389,328
Total Requirements	16,007,184	26,562,437	22,347,393	31,631,274	52,046,540	53,665,851	1,619,311
<b>Departmental Revenue</b>							
Taxes	11,717	29,479	570	3,695	3,695	0	(3,695)
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	12,831,672	18,409,390	19,275,623	29,050,189	29,631,784	29,739,815	108,031
Fee/Rate	2,820	1,657	14,563	13,603	13,526	0	(13,526)
Other Revenue	4,044,511	5,610,805	5,072,942	2,904,354	2,985,280	3,818,791	833,511
Total Revenue	16,890,720	24,051,331	24,363,698	31,971,841	32,634,285	33,558,606	924,321
Operating Transfers In	0	0	907	320,852	268,316	300,000	31,684
Total Sources	16,890,720	24,051,331	24,364,605	32,292,693	32,902,601	33,858,606	956,005
Fund Balance					19,143,939	19,807,245	663,306
Budgeted Staffing					26	15	(11)

**BUDGET CHANGES AND OPERATIONAL IMPACT**

As a result of significant funding reductions and staffing vacancies, the Department has a net decrease in staffing costs of approximately \$232,000 due to the elimination of 14 positions, offset by the addition of 3 Successor Agency positions. These staffing changes resulted in a major reorganization of the Department and the elimination of a number of programs.

Operating expenses increased by a total of \$14.5 million due to the reprogramming of funds from contingencies for planned projects including one-time projects such as the Baker Learning Center in Muscoy. The \$2.3 million reduction in capital expenditures represents the acquisition of land in the prior year.



Reimbursements increased by approximately \$539,000 primarily due to the reimbursements from the Successor Agency for allocated staff costs.

Operating transfers out increased by \$1.4 million as a result of additional projects assigned to other County departments, including Architecture and Engineering, for construction.

The increase of approximately \$1.0 million in departmental revenue for 2012-13 represents federal allocation for the planned projects.

## MAJOR EXPENDITURES AND REVENUE IN 2012-13 ADOPTED BUDGET

Operating expenses and operating transfers out, of \$45.4 million, relate primarily to infrastructure construction projects and community development programs funded by the Department, including rehabilitation of low, moderate or middle income residential units.

Contingencies represent allocated federal funding for multi-year projects where funds will be disbursed in future fiscal years.

## STAFFING CHANGES AND OPERATIONAL IMPACT

Budget reductions in 2012-13 resulted in the deletion of 14 positions; 1 Staff Analyst II, 1 Contract ECD CDBG Consultant, 5 ECD Technicians, 1 Housing Cost Estimator, 3 Office Assistant III, 1 Real Estate Specialist, 1 Supervising Fiscal Specialist and 1 Supervising ECD Analyst. This reduction in staff resulted in major restructuring and consolidation of functions within the Department.

The dissolution of the Redevelopment Agency (RDA) resulted in 3 RDA positions being transferred to the Department of Community Development and Housing. These positions will support the consolidated housing functions and handle the workload related to the Successor Agency of the County of San Bernardino Redevelopment Agency.

## 2012-13 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Community Development	5	0	5	5	0	0	5
Housing Development	4	1	5	5	0	0	5
Administration	3	0	3	3	0	0	3
Successor Agency	2	0	2	2	0	0	2
Total	14	1	15	15	0	0	15

Community Development	Housing Development	Administration
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Supervising ECD Analyst	1 Director	1 Administrative Supervisor II
3 Economic Development Analyst II	1 Deputy Director	1 Executive Secretary II
1 Economic Development Technician	1 Economic Development Analyst II	1 Fiscal Specialist
5 Total	1 Housing Cost Estimator	3 Total
	1 PSE - Returning Retiree	
	5 Total	
 <b>Successor Agency</b>		
<u>Classification</u>		
1 Deputy Director		
1 Staff Analyst II		
2		



## Housing Successor to the Former Redevelopment Agency

### DESCRIPTION OF MAJOR SERVICES

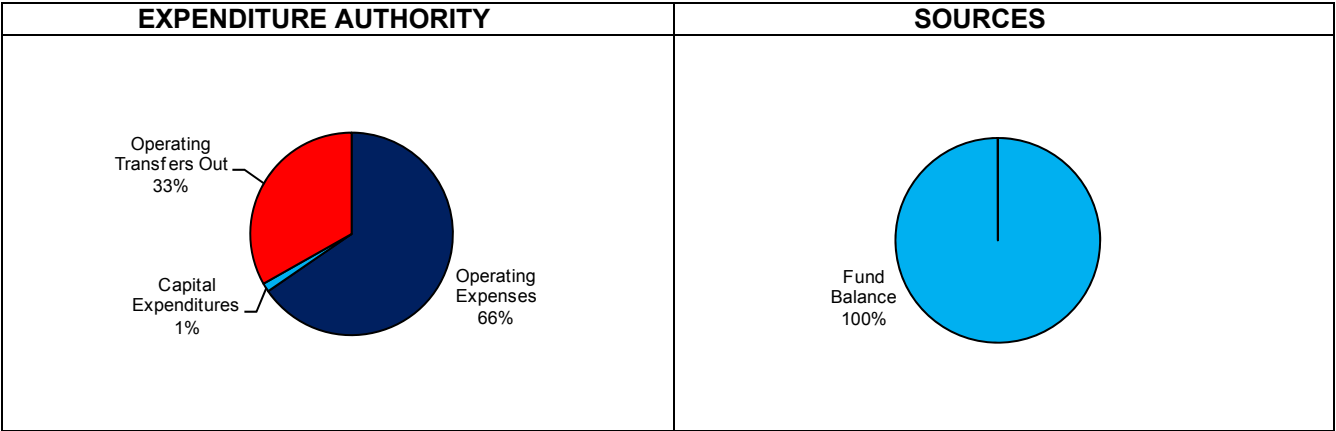
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012 and mandates all unobligated funds be distributed to the appropriate taxing entities.

#### Budget at a Glance

Total Expenditure Authority	\$26,301,757
Total Sources	\$0
Fund Balance	\$26,301,757
Total Staff	0

The Housing Successor retained the former redevelopment agency's rights, power, duties and obligations. The former redevelopment agency purchased a variety of low and moderate income single family homes as part of a site assemblage program to remove incompatible uses within a heavy industrial area. The Housing Successor is responsible for replacing 50 units for Low-Moderate Income families. The Housing Successor, in concert with the Department of Community Development and Housing is leveraging housing and federal funds to initiate a major revitalization effort in the Bloomington community. The funds to finance the replacement of this statutory obligation are allocated through the Recognized Obligation Payment Schedule and approved by the County of San Bernardino's Successor Agency and Oversight Board.

### 2012-13 ADOPTED BUDGET



**ANALYSIS OF 2012-13 ADOPTED BUDGET**

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Housing Successor

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2011-12 Final Budget	2012-13 Adopted Budget	Change From 2011-12 Final Budget
<b><u>Appropriation</u></b>							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	17,206,096	17,206,096
Capital Expenditures	0	0	0	0	0	366,000	366,000
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	0	0	17,572,096	17,572,096
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	0	0	17,572,096	17,572,096
Operating Transfers Out	0	0	0	0	0	8,729,661	8,729,661
Total Requirements	0	0	0	0	0	26,301,757	26,301,757
<b><u>Departmental Revenue</u></b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Sources	0	0	0	0	0	0	0
				Fund Balance	0	26,301,757	26,301,757
				Budgeted Staffing	0	0	0

**BUDGET CHANGES AND OPERATIONAL IMPACT**

The Housing Successor is a newly created budget unit partially replacing the former Redevelopment Agency. Previous budgets for the Redevelopment Agency contained five budget units, one for each project area. The Housing Successor consolidates the housing portions of these previous budget units into one new budget unit.

**MAJOR EXPENDITURES AND REVENUE IN 2012-13 ADOPTED BUDGET**

Operating expenses of \$17.2 million include unobligated bond proceeds of \$11.1 million, transfers for replacement housing of \$4.9 million and general fund loan repayment of \$1.2 million.

Operating transfers out of \$8.7 million represents available fund balance.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

This budget unit contains no direct staffing costs. The staffing for the Housing Successor is comprised of three positions, budgeted within Community Development and Housing (CDH). The Housing Successor will reimburse CDH for staffing costs based upon time studies.

